

Let Go of Knowing:

How Holding onto Views
May Be Holding You Back



Mike Cohn
Mile High Agile
April 3, 2015



Parametric Estimating

Task Decomposition

Story Points

Ideal Days

Experienced
Senior
Programmer

ESP Days



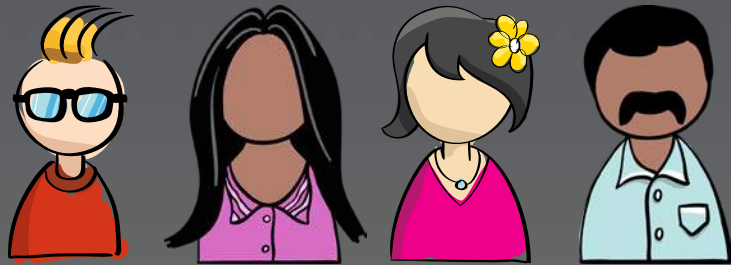
5



8



Parametric Estimating



Task Decomposition



Ideal Days



Story Points

Robert C. Martin Series



Agile Estimating and Planning



Mike Cohn

Forewords by Jim Highsmith, Agile Practice Director, Cutter Consortium, and
Gabrielle Benefield, Director, Agile Product Development, Yahoo!

Pages 238–40
(and more)
are wrong!

A dandelion seed head is shown on the left side of the image, with its stem extending downwards. The seed head is white and fluffy, and many seeds are blowing away from it towards the right side of the image. The background is a clear, bright blue sky. The text is overlaid on the right side of the image.

Open-Minded
**Willing to consider
new ideas**

1-week sprints are
the best

Let's include the
product owner in
the retrospective




A man with a beard and glasses, wearing a white shirt and a grey vest, is sitting at a desk and talking on a pink corded telephone. He is smiling. The background is a wood-paneled wall. Above him is a dark wooden sign that says "WATERFALL, INC.". Below the sign are two framed pictures of waterfalls. To the right of the man is a large water cooler. On the desk in front of him is a computer monitor and a keyboard. Two white speech bubbles with black text are overlaid on the image. The first speech bubble is on the left, pointing towards the man, and the second is on the right, pointing towards the man's phone.

WATERFALL, INC.

"We do waterfall,
but we integrate
weekly."

"We do waterfall,
but we test all the
time."

A close-up photograph of a woman with blonde hair tied back, wearing a white bikini top, applying blue sunscreen to her left arm. A man with dark hair is partially visible on the right, looking towards her. The background is a blue patterned towel. A white speech bubble with black text is overlaid on the image.

"I was wrong. The vastness of my wrongness was staggering."

Sprint retrospectives



“A mind is like
a parachute. It
doesn't work if
it's not open.”
—Frank Zappa

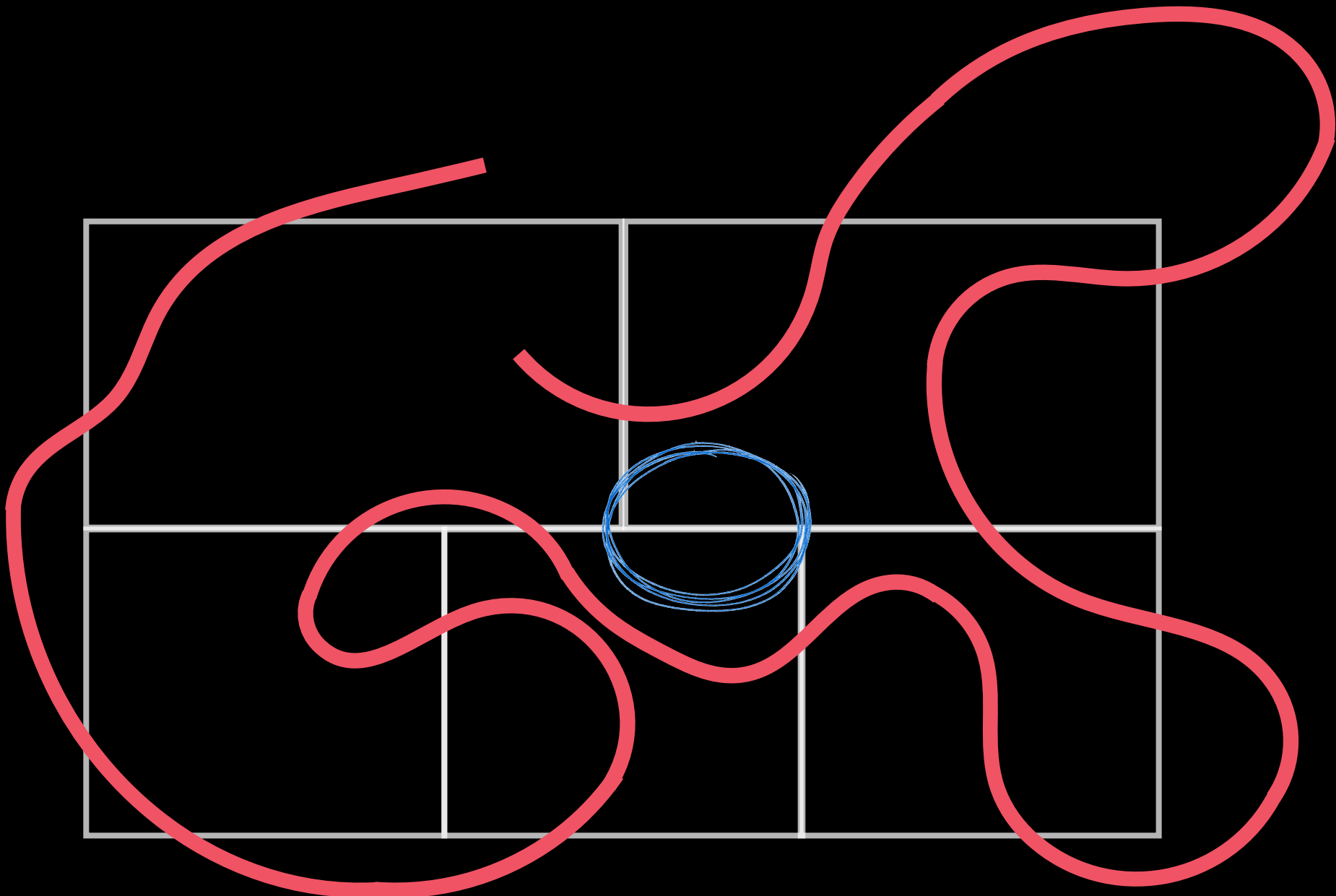


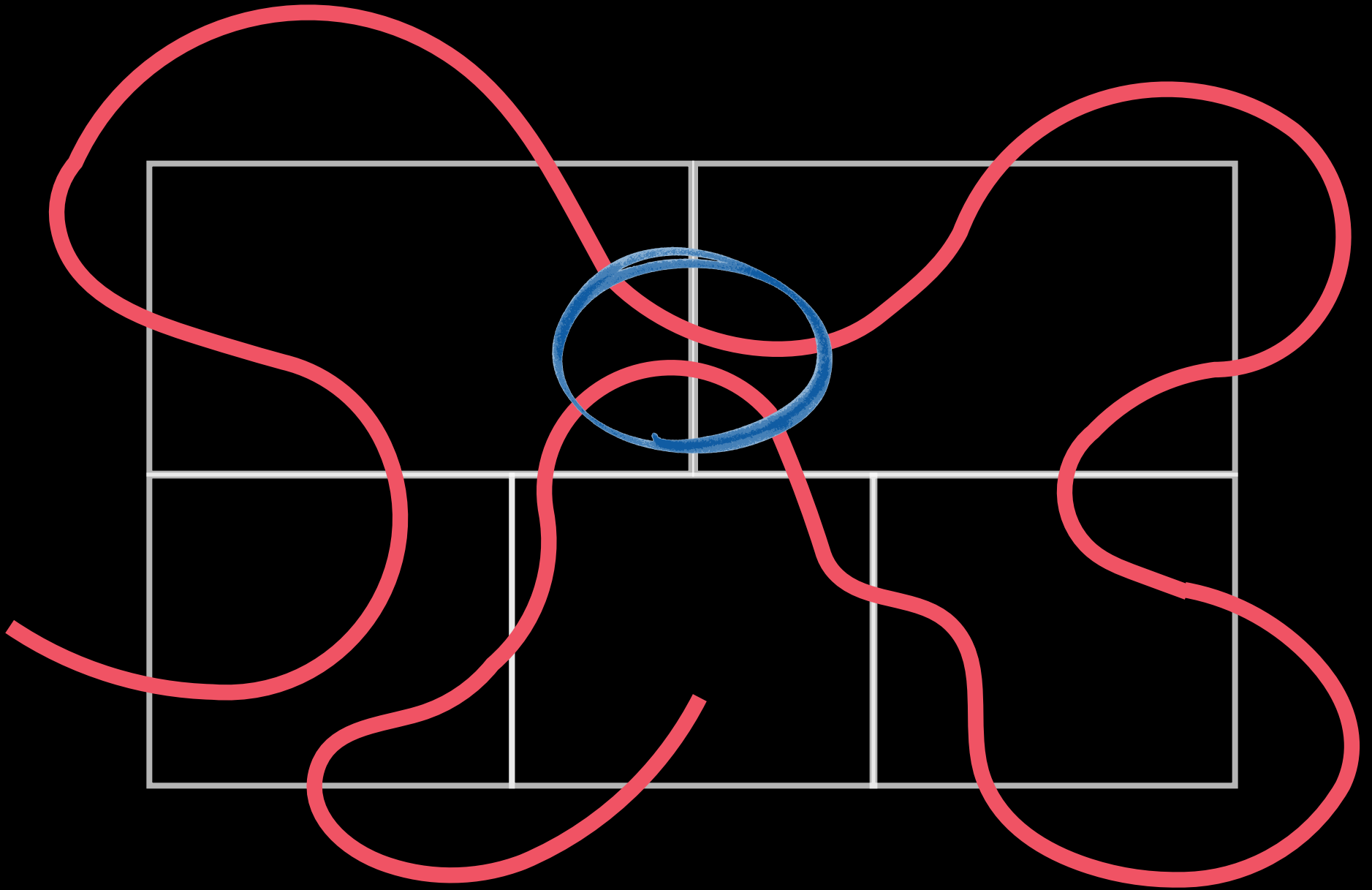
#ICouldBeWrong



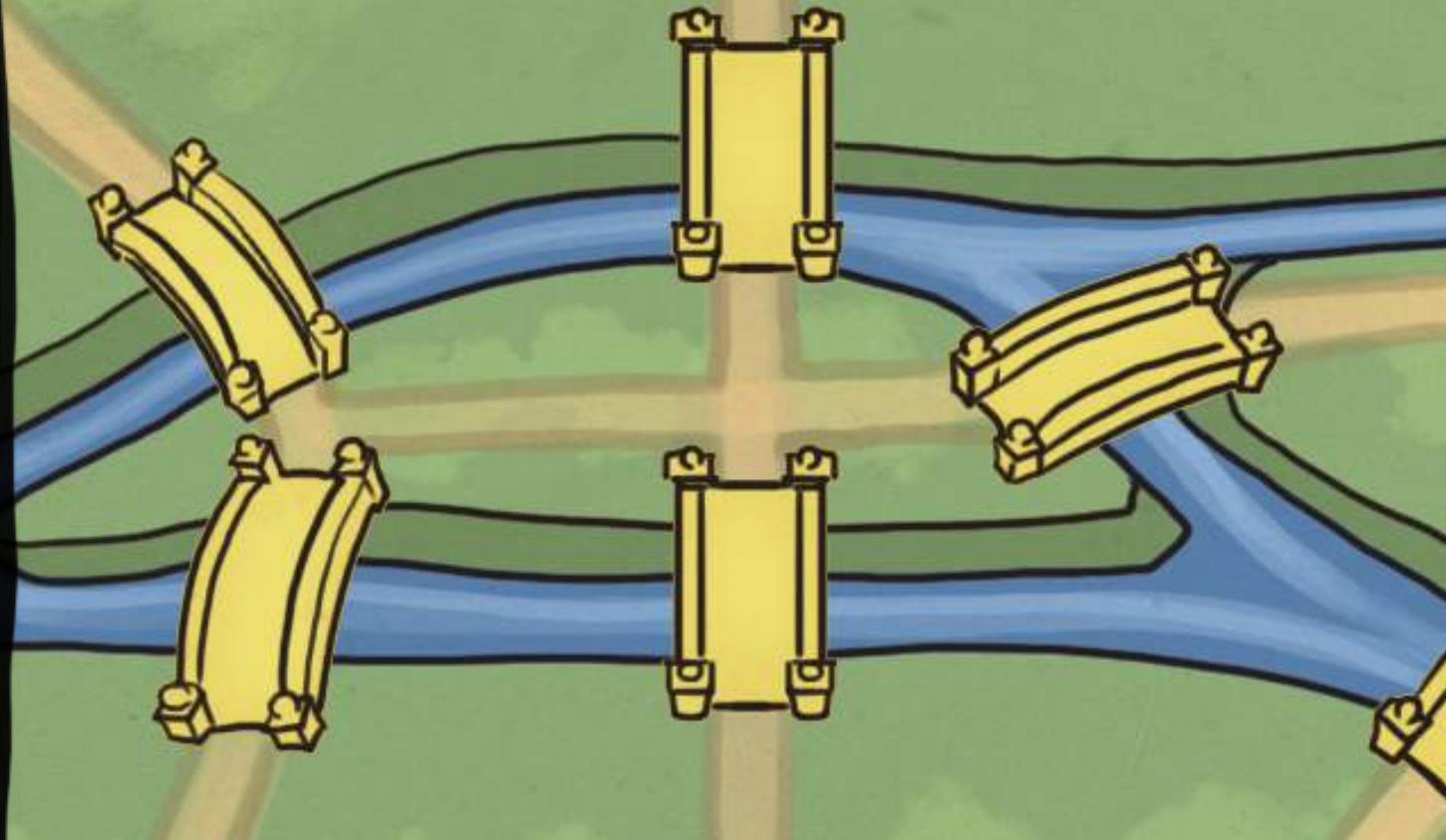
#QuestionYourAssumptions







Loving father



#QuestionYourAssumptions



Confirmation bias

Hindsight bias



One-week sprints suck.

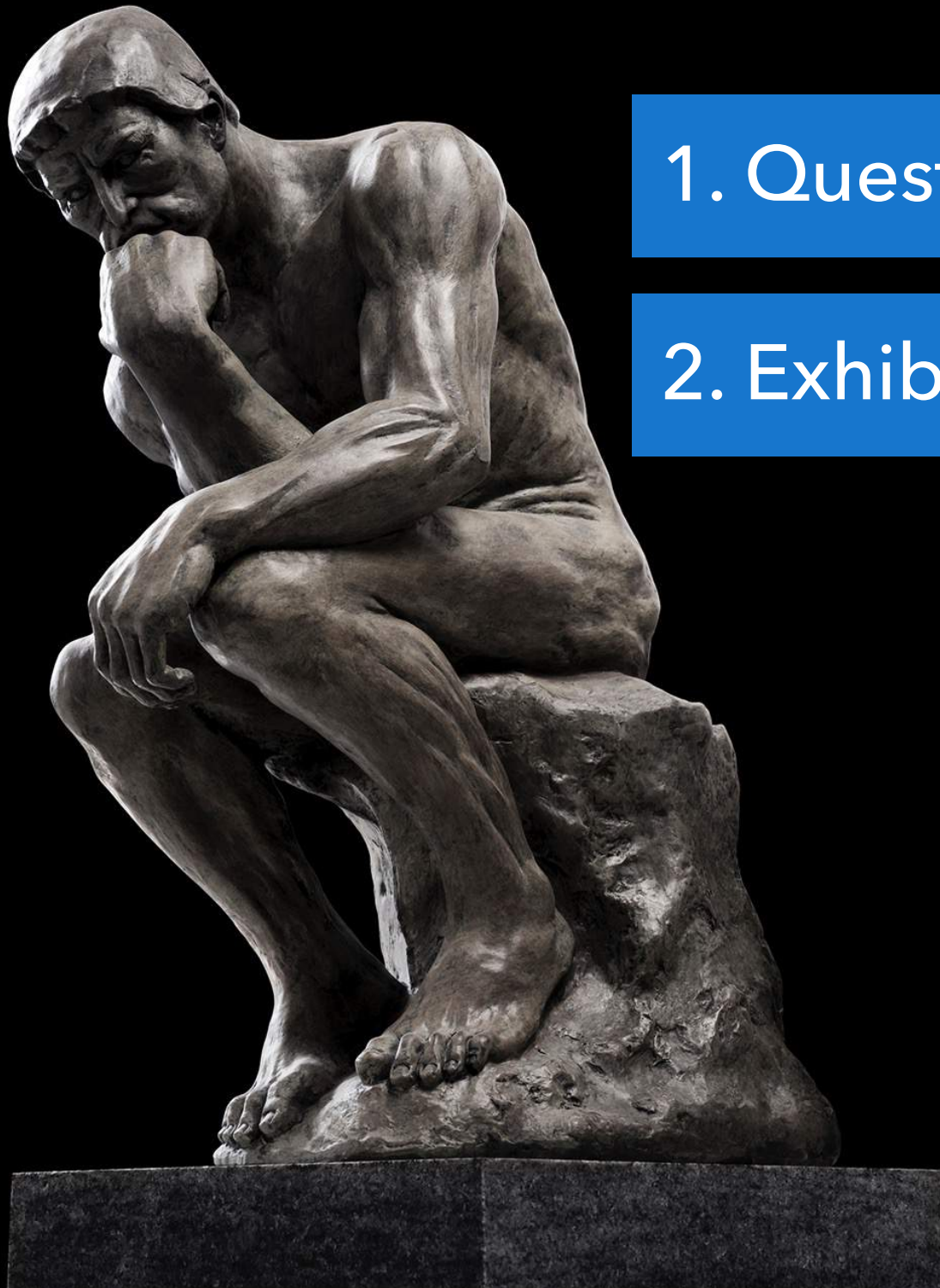
1-week sprints are stressful.

There's no time for testing.

+1

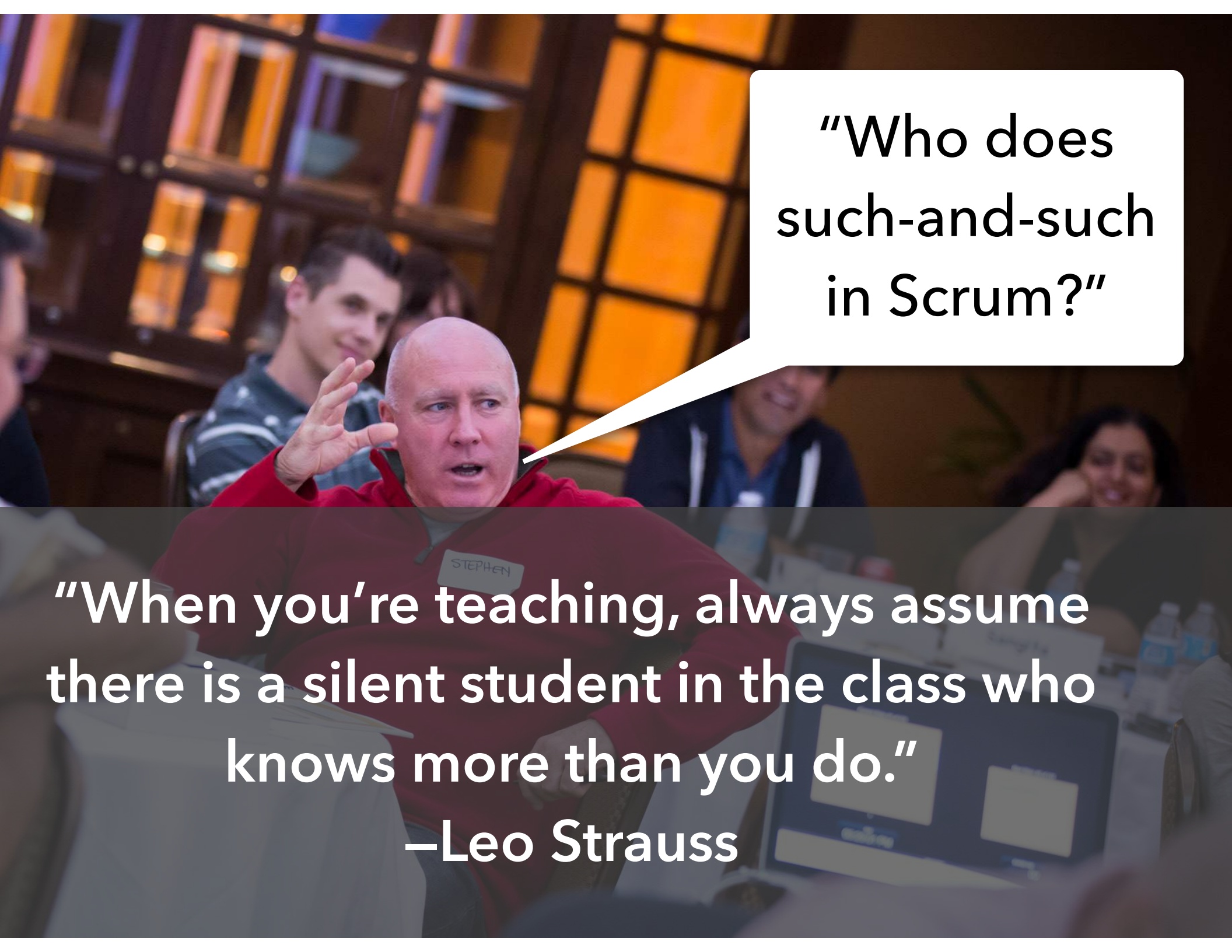


#HindsightBias



1. Question our assumptions

2. Exhibit intellectual humility



“Who does
such-and-such
in Scrum?”

“When you’re teaching, always assume
there is a silent student in the class who
knows more than you do.”

–Leo Strauss

A man with a surprised expression, wide eyes, and an open mouth is playing an acoustic guitar. He is wearing a blue and white plaid shirt. The background is a locker room with several red tomatoes flying through the air. A semi-transparent dark grey banner is overlaid across the middle of the image, containing the text "Dunning-Kruger Effect" in white. In the bottom right foreground, a hand is holding a red tomato, which is out of focus.

Dunning-Kruger Effect

ComparativeAgility.com

	False	Mostly False	Not True or False	Mostly True	True
Management sets goals but doesn't tell team members how to achieve them.					
All bugs are fixed during the sprint in which they are found.					

Seven dimensions

- Teamwork
 - Requirements
 - Planning
 - Technical practices
 - Quality
 - Culture
 - Knowledge creation
- Is the product owner involved in identifying acceptance criteria?
 - Are tests automated?
 - Are testers involved early?

Quality

False	Mostly False	Not True or False	Mostly True	True
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#AvoidBrandLoyalty



#AvoidBrandLoyalty





Sample Scrum rules

- Sprints cannot be longer than a month.
- Be done with something by the end of the sprint.
- Meet at the start of the sprint to discuss what you'll do during the sprint.



"If I'd
followed all
the rules, I'd
never have
gotten
anywhere."

Marilyn Monroe



Practices

Test-Driven
Development

User Stories

Sprint 0

Definition of Done

Task Boards

Product Backlog

Don't Start Sprints
on Mondays

Refinement
(Grooming)

Pair Programming

"I'm the world's
greatest
ScrumMaster!"

"I've never
heard of pair
programming."

"Hey, I could
be wrong!"



“In science it often happens that scientists say,

‘You know, that's a really good argument, my position is mistaken,’

and then they actually
change their minds, and
you never hear that old
view from them again.

They really do it.

**It doesn't happen as often
as it should, because
scientists are human and
change is sometimes
painful.**

**But it happens every day.
I cannot recall the last time
something like that
happened in politics or
religion.”**

–Carl Sagan


A man with dark hair, wearing a red polo shirt, is shown from the chest up. He has a thoughtful expression, with his hand resting on his chin. The image is overlaid with several horizontal text bars. The top bar is dark grey with white text. The middle three bars are blue with white text. The bottom bar is blue with white text.

To remain open-minded:

Question your assumptions

Exhibit intellectual humility

Avoid brand loyalty

A person is sitting on a wooden dock by a lake, performing a yoga pose with their hands raised in a prayer position. The background features a dense forest of evergreen trees and a mountain range under a clear sky. The water is calm, reflecting the surrounding landscape.

#ICouldBeWrong
#ThankYou
@MikeWCohn

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